

THE GEORGE WASHINGTON UNIVERSITY
Washington, D.C.

MINUTES OF THE REGULAR MEETING
OF THE FACULTY SENATE HELD ON
JANUARY 15, 2010 IN THE STATE ROOM

- Present: President Knapp, Registrar Amundson and Parliamentarian Charnovitz; Deans Barratt, Burke, Dolling, and Phillips; Professors Biles, Cordes, Corry, Dickson, Galston, Garcia, Garriss, Green, Griffith, Harrington, Helgert, Lipscomb, Pagel, Parsons, Robinson, Simon, Wilmarth, and Wirtz
- Absent: Executive Vice President for Academic Affairs Lehman; Deans Brown, Futrell, Lawrence, Reum, and Scott; Professors Barnhill, Benton-Short, Boyce, Costanza, Hotez, Johnson, Klaren, Plack, Rehman, and Windsor

The meeting was called to order by President Knapp at 2:15 p.m. Professor Colin Green, who was elected to represent the Graduate School of Education and Human Development for the remainder of the 2009-10 Senate session due to Professor Castleberry's sabbatical leave, was introduced.

APPROVAL OF THE MINUTES

The minutes of the regular meeting of December 11, 2009 were approved as distributed.

INTRODUCTION OF RESOLUTIONS

No resolutions were introduced.

RESOLUTION 09/3 "A RESOLUTION TO AMEND THE *FACULTY CODE* WITH RESPECT TO THE PARTICIPATION OF RESEARCH FACULTY IN THE GOVERNANCE OF THE SCHOOL OF PUBLIC HEALTH AND HEALTH SERVICES"

On behalf of the Committee on Professional Ethics and Academic Freedom, Professor Wilmarth announced that the Committee was deferring consideration of the resolution until a future meeting when Executive Vice President Lehman could be present for the discussion.

REPORT ON RESEARCH

Vice President for Research Leo M. Chalupa distributed copies of his Powerpoint presentation (the Report is enclosed). The report begins with a chart showing trends in research funding for Fiscal Years 2005-09. In terms of total external research funding, GW ranks 96th or 97th in the U.S. The Biostatistics unit has generated the largest amount of research funding, followed by the School of Public Health and Health Services and the

Medical School. Funding in the remaining Schools has remained relatively flat over this time period.

Vice President Chalupa said he thought that increasing research funding at the University and improving its ranking nationally are just part of his Office's responsibility. He directed the Senate's attention to an excerpt from the op-ed piece he had written for *The Hatchet* in which he set forth his view that research "involves the generation of knowledge" by which ignorance is replaced with a "new understanding based on rigorous methods established by scholars in a given field." Clearly, national rankings based on levels of funding alone cannot accurately portray all of the research and knowledge-generating activities underway at GW. This goal of supporting and promoting all of the research efforts at the University is one shared by the Office of the Vice President for Research (OVPR), and has been endorsed and supported by President Knapp and other members of his administration.

Vice President Chalupa gave an update on initiatives undertaken since his arrival in April, 2009. The University and Medical School research operations have been combined. Anne Hirshfield, who was in charge of research operations at the Medical School, has moved to the 6th Floor of Rice Hall, which is now solely occupied by staff of the OVPR. Associate Vice President Hirshfield has been largely responsible for the reorganization of the OVPR. Outdated equipment has been replaced, and lines of authority in several schools have been reorganized. Personnel shifts to achieve closer collaboration between grant recipients and primary investigators have been made in several schools, and training initiatives are being developed and deployed.

A number of campus-wide initiatives have been launched by the OVPR. Most educational institutions where faculty apply for grants have an office to assist with finding sources of funding and navigating the proposal process. For example, the University of Maryland employs eight people for this purpose. GW has formed a grant enhancement unit consisting of two staff members, with a third person to be added very soon. This is timely, as the National Institutes of Health (NIH) has recently revised its procedure for evaluating grant applications, and there is an urgent need for information about these new procedures. A recent workshop organized by this unit attracted over 200 attendees.

The OVPR is also in the process of recruiting a director for a new Entrepreneurship Office to assist faculty in forming businesses and obtaining patents based on their work. Currently, GW receives only about ten disclosures a year, and receives as a share of this sort of activity approximately \$80,000. By contrast, the University of California at Davis receives 10 such disclosures a week, and receives close to \$10 million in income a year. However, all of the income does not represent profit; Vice President Chalupa said that ultimately most or all of these activities actually lose money because of patent costs and other expenses. Despite this, the encouragement and development of entrepreneurial activity is an important component of the research enterprise.

OVPR has also increased research initiatives to principal investigators (PI's), department chairs, and deans. For example, for most NIH grants, GW receives approximately 50% in indirect cost recovery. Formerly, PI's received 4% of this amount as an incentive that could be used for additional research. Department chairs would also

receive 4%. This year PI's will receive 6%, department chairs 4%, and for the first time, deans will receive 2%. Vice President Chalupa added that he hoped that these incentives could be increased even more as the University's research portfolio grows.

Other initiatives, including outreach to funding agencies, submissions of large grant applications, the establishment of undergraduate research awards, and the establishment of research collaborations with Virginia Tech, have been launched. Vice President Chalupa said he has met with staff at several funding agencies, including the National Science Foundation, the National Institutes of Health and the Howard Hughes Institute. In the near future, potential funding agency staff will be invited to a workshop with deans and faculty to discuss extramural funding. Several large grants have been submitted, some associated with economic stimulus funds that have become available. These include a grant application to provide funds for the renovation of Ross Hall, and another to provide funding for undergraduate research. Both Senior Vice President Robert Chernak's office and the OVPR have provided \$5,000 so that four undergraduates can receive an award of \$2,500 each to work with relevant faculty on research projects. Finally, faculty from GW and Virginia Tech will participate in a conference in the near future to discuss joint research projects in the areas of car safety and energy.

The OVPR has also settled upon six areas of focus for campus-wide research initiatives in areas as diverse as autism, computational biology, sustainability, science policy, neglected diseases, and renewable energy. In each area, faculty leaders will be selected after input from the various deans and appointed to serve as Chair of each Initiative's Faculty Committee. Each Committee is to produce a report in response to its charge and outline what will be necessary for the University to achieve preeminence in that area of research. Three of these groups are now constituted, and one has already produced a draft report.

In each of these areas of focus, once the Initiative Committee issues its report, it will be circulated to senior University leadership, including deans and department chairs. Following their opportunity for input, external recognized experts in each focus area will be invited to offer comments on the report and meet with the Initiative Committee, deans, and relevant faculty. At the conclusion of this process, the University will evaluate whether or not the focus area is one in which it should become involved. Included in the OVPR research report is a listing of faculty serving on the three established Initiative Committees.

President Knapp pointed out that these six focus areas should not be interpreted as the sole areas of research activity that the University is interested in expanding. As just one example, a review has been well underway for some time concerning the University's involvement in cancer research. A consultant has been engaged to survey the University's activities in this area, and it is expected that a major comprehensive research initiative involving the three branches of the Medical Center will be undertaken. In addition, there are other initiatives not on this list in the social sciences, and in the arts and basic sciences, that are under consideration. The list described in the OVPR report is not meant to be an exhaustive list of limited priorities, but rather a first step in identifying and refining the possible expansion of GW's research activities in the future. Vice President Chalupa agreed emphatically with this observation.

Discussion followed. Professor Wirtz congratulated Vice President Chalupa on the remarkable amount of work accomplished in the short time he has been at the University. He asked if a mechanism has been established by the Board of Trustees to measure progress in the research area. Vice President Chalupa responded that he thought the President might better be able to answer this question, but it was his understanding that the Board had asked for benchmarks over the next five year period from the OVPR, senior University leadership, and the deans. The benchmark that has been settled upon is that GW will move up to a national ranking in the 80's. This would mean that the University would have to increase its total funding by about \$36 million, a goal which Vice President Chalupa characterized as realistic.

Professor Wirtz asked if interim goals over the next five years have been established as GW improves its ranking. Vice President Chalupa said that, given the lag time between hiring researchers and establishing programs, that would be difficult to do, but that he thought an increase in research funding of 6 to 8% per year would be reasonable. Another factor adding uncertainty to the effort to expand research is that rankings are relative. Even if GW increases its funding "on track" to a monetary goal, national rankings will depend not only on what the University does, but upon what other institutions are doing.

Professor Garris noted that compliance issues for researchers have multiplied over the years, and disincentives for researchers to take on large projects have been increasing. He asked if the OVPR is aware of this, and what it plans to do to remedy this problem. Vice President Chalupa responded that he was very much aware of this, as he was involved with three large NIH grants in his former position at University of California at Davis. OVPR has begun to streamline processes to ease the burden on principal investigators. For example, paperwork formerly consisting of 14 pages has now been reduced to 2. The number of signatures required on paperwork has also been reduced by nearly one-third. This is a difficult issue in some respects, as the University and principal investigators must comply with all applicable government requirements. This means that OVPR must consult legal counsel before putting procedural changes in place. Still, the process of streamlining requirements to the extent possible has begun.

Professor Parsons said he was glad to hear that GW's interest in research was not solely monetary, but takes into account the University's mission of generating ideas, gathering information, and disseminating knowledge. He added that he thought that often, members of an educational institution's governing board have little understanding of this, and focus rather narrowly on monetary considerations. Vice President Chalupa responded that when he first came to the University he met at some length with Board Chairman Ramsey and later with Vice Chairman Carbonell. It would be a mistake, he said, to assume that they and other Board members have no intellectual interests; that is far from the case. He added that he thought that if a member of the University community were to win a MacArthur Award – which confers no monetary benefit to GW – that the Board would be thrilled at this acknowledgement of achievement. Secondly, Vice President Chalupa said that he thought that GW can and will succeed in both arenas, expanding research funding, because eternal funding does matter, and advancing the intellectual mission of the University. The goal is to promote all aspects of research, not to focus on one area at the expense of another.

Professor Parsons followed up by saying that he knows the burden falls particularly on President Knapp, as well as on Vice President Chalupa, to inform Trustees about the nature of a University and make it clear that it is not just a financial operation. There is a culture gap that must be aggressively bridged with Board members who focus on business without taking into account the central mission of the academy, which is the pursuit and dissemination of ideas.

President Knapp responded by saying he thought there is often a misunderstanding about the Board's attitude on a lot of issues, including this one. The Board is interested in advancing the University's mission, increasing its excellence, and therefore, its stature. It is the Board that turns to the University administration with the question about the best ways of measuring this process, not the other way around. Ranking systems, such as those used by *U.S. News and World Report*, and even National Science Foundation measures of overall research funding, do not give a complete picture of the institutions involved. In the area of research funding, the Trustees are not looking for money for its own sake, but rather at financial support for research as a proxy -- one among many -- for the University's standing in research. The President emphasized that the Board does not provide the metrics by which progress toward a goal is measured. The University administration is asked to provide metrics by which it thinks it is responsible to measure the University's progress toward its aspirations.

REPORT ON THE SCHOOL OF ENGINEERING AND APPLIED SCIENCE

Dean David Dolling presented a Powerpoint report supplemented by two other exhibits that he distributed. (This information is enclosed.)

Dean Dolling began his report by observing that he has now been Dean of the School of Engineering and Applied Science for 17 months. The report includes a brief account of the School's founding in 1884 by William Corcoran. Initially, two degree programs were offered, and one year of study cost \$90.00. The first graduating class in 1888 consisted of four men and two women. According to the report, at present, SEAS offers six fields of study in which more than 2000 graduate students and 588 undergraduate students are enrolled. SEAS recently celebrated its 125th anniversary with a series of well-attended events throughout the year.

Dean Dolling distributed a two-page document entitled "Points of Pride." (This report is appended to his Powerpoint presentation in these minutes.) It provides detailed information concerning the five academic departments in SEAS, undergraduate, graduate, and international student enrollment, and the undergraduate student/faculty ratio. This document also describes research in the School, including its research centers and institutes, research grants awarded to faculty in the School, and the number of patents pending and awarded to SEAS faculty members. There is also an overview of undergraduate and graduate programs in the School, information on undergraduate research, and extracurricular opportunities for SEAS students. SEAS students can also obtain career support from the School's Career Services office. The School's research and internship partnerships are described in the report, as are partnerships formed by SEAS faculty with faculty at other educational institutions to conduct joint research. There are also more than 20 academic exchange programs which allow students, faculty and

researchers in SEAS to study or conduct research in 19 countries, and in turn provide an opportunity for individuals from these countries to come to SEAS to do the same.

Dean Dolling posed the question, "what do engineers do?" and went on to answer this by observing that engineers perform transformations. In the course of an engineering education, individual student lives are transformed. The impact of engineering discoveries, such as the civil turbojet aircraft, computers, satellites, and the internet on the larger society is that many lives are transformed at once. Dean Dolling distributed copies of the 125th Anniversary issue (Spring 2009) of *Synergy Magazine*, which is published annually by SEAS. The contents of that publication, including Dean Dolling's observations on this topic of transformation, can be viewed online at this link:

<http://www.seas.gwu.edu/ifm/synergy/Synergy2009/Synergy-2009.pdf>

Dean Dolling noted that SEAS itself is now in the midst of a transformation as GW seeks to strengthen the School as a core component in the effort to become a leading research university. The report outlines the School's vision, and the role of the proposed Science and Engineering Complex (SEC) as a core enabler of that vision. New facilities and infrastructure are critical if the University is going to provide innovative instructional and research programs. These are also necessary for the University to attract the caliber of students, faculty and researchers that will advance GW toward its goal. Dean Dolling's report also notes that the School's vision is parallel to the vision for the SEC. Several daunting technology challenges in the national/international context are also listed.

Dean Dolling's report identifies three key enablers for making the School's vision a reality: faculty, students, and infrastructure.

An effort is underway in SEAS to rejuvenate the faculty body. In 2007-08 and 2008-09, ten faculty members were recruited in tenure-track positions. Approximately 13-14 tenure-track faculty members will be recruited in 2009-10, bringing the three-year total to 23-24.

SEAS has set a recruiting goal of 250 freshmen, which would bring the total number of undergraduates to 1,000. Several of the factors that will be important in reaching this goal, including the establishment of new programs in robotics/autonomous systems, and energy and sustainability, are described in the report.

Dean Dolling spoke at some length concerning the inseparability of science and engineering, and what he characterized as blurred boundaries between the two which make clear the need for change in educational and research paradigms. The challenges and opportunities described in the report are numerous.

Also included in the report is a sample list of accomplishments in process at SEAS, including the National Crash Analysis Center which has received funding of \$19 million for five years by the FHA, and collaborative efforts at the GW Energy Institute and GWIN. The SEAS faculty promotion/tenure process is being strengthened and clarified, and international opportunities for engineering education are being expanded.

Dean Dolling identified four key building blocks for continuing success in making the School's vision a reality. These include fully engaging all of the School's stakeholders, developing a robust student aid program (both scholarships and fellowships), garnering resources to attract and retain world-class faculty, and providing modern, sophisticated and flexible laboratories, classrooms and workspaces, such as those contemplated for the SEC.

Dean Dolling concluded his report by saying that SEAS is a strong school, with students and faculty of which it is proud. It has a long legacy of achievement and looks forward to the future. However, competition, as Vice President Chalupa observed, is fierce, relentless and never-ending. The time for SEAS to move forward with innovation, collaboration, and integrity, is now.

Discussion followed. In response to questions by Professor Griffith, Dean Dolling said that of the five new faculty members hired for this academic year, three filled new positions, and two replaced faculty members who resigned or retired. In the next year, approximately five of the 14 hired will replace faculty members who resign or retire. SEAS has offered a voluntary severance plan to faculty members who joined the University before 1994, and approximately 39 are eligible to elect this option.

Professor Galston inquired about the job market for engineering students, and asked if engineers went through an accreditation or licensing process. Dean Dolling responded that the job market for students is very good right now. The process of licensing engineers is done on a state-by-state basis. Programs in SEAS, but not the School itself, go through an accreditation process every six years. Dean Dolling noted that he had served on the team that evaluated SEAS programs in 2007, well before Dean Tong announced his resignation as Dean of the School. Ironically, once Dean Dolling assumed the Deanship, he became responsible for correcting shortcomings in the School's programs that he had helped to identify. He characterized these shortcomings as minor.

Professor Parsons asked about the School's Robotics program and current programs in SEAS that are considered outstanding. Dean Dolling responded that the Robotics initiative would not eliminate programs but would rather provide an option for undergraduates which would draw on faculty from a number of engineering departments to present a cross-disciplinary opportunity. He also said that at the undergraduate level, it is difficult to make comparisons about the stature of programs as there are no metrics for making these. At the graduate level, cybersecurity and high performance computing are recognized as existing areas of excellence in SEAS.

Professor Cordes asked about the 14 new hires for the coming year. Dean Dolling said that these new faculty members would be hired using funds now available in SEAS. They do not include positions that may become vacant due to acceptance of the voluntary severance plan. Following up on this exchange, Professor Griffith asked what Dean Dolling anticipated the size of the School's faculty would be three to four years from now. Dean Dolling responded that this is not certain, but he expected the School would grow from 80 faculty members to approximately 100.

Professor Wilmarth asked what percentage of SEAS faculty members are in tenured or tenure-track positions, as opposed to contract positions. Dean Dolling said that the large

majority of faculty in the School are tenured or tenure-track. He also confirmed that none of the five faculty members recently hired were women. While SEAS has a comparable or slightly higher number of women faculty members than other Schools, it is striving very hard to increase the number of these hires.

In response to a question by Professor Biles about research faculty, Dean Dolling said SEAS has quite a number of researchers at present who are very successful in attracting funds and building programs. SEAS does not plan to add large numbers of new research faculty to the exclusion of other faculty; new hires will represent a mix.

In response to a question by Professor Garcia, Dean Dolling responded that SEAS enrolls students from 72 countries, with the top three being China, India, and Korea.

GENERAL BUSINESS

I. NOMINATION FOR ELECTION TO THE UNIVERSITY AND URBAN AFFAIRS COMMITTEE

Professor Robinson requested and was granted unanimous consent to nominate Professor Stuart A. Umpleby to the University and Urban Affairs Committee. The nomination was approved.

II. REPORT OF THE EXECUTIVE COMMITTEE

Professor Robinson presented the Report of the Executive Committee, which is enclosed. In response to the portion of the Report concerning re-establishment of the Benefits Review Committee in Human Resources, Professor Griffith said he wanted to reinforce the point that this joint committee of administrators, faculty and staff had been very useful when it was in existence, and that he would be glad to see it resuscitated. The group has not existed now for something like fifteen years. Professor Robinson agreed, and said she thought it important to include staff in the group, as they have often been left out of discussions that certainly pertain to them.

III. INTERIM REPORTS OF SENATE STANDING COMMITTEES

Interim Reports from the following Standing Committees were received: Admissions Policy, Student Financial Aid, and Enrollment Management, Appointment, Salary and Promotion Policies, and University and Urban Affairs. (The Interim Reports are enclosed.)

IV. CHAIR'S REMARKS

President Knapp said he trusted that everyone had seen the statement he issued the day before concerning the tragic situation in Haiti following the devastating earthquake on Tuesday. In addition to expressing condolences for the extraordinary suffering of the Haitian people, President Knapp said the University has been able to determine that no students, faculty or staff of the University were present in Haiti at the time. However, members of the University community have family connections there, and GW is extending to them various kinds of counseling and other support. As the University often does after

this kind of disaster, emergency medical personnel have been deployed to provide assistance. This is a challenge, because the transportation infrastructure in the country has been very nearly destroyed. The Student Association is working with medical students to develop ways to further participate in emergency relief efforts, and the University is looking into a way to enable voluntary monetary contributions from the University community.

President Knapp gave a brief update on personnel searches underway. Twenty-two first-round candidates have been interviewed for the Provost and Executive Vice President for Academic Affairs position. Several members of the Senate, including Professor Robinson, Professor Wilmarth, and Professor Wirtz are serving on the Search Committee, and the President said he would like to thank them again for the very time-consuming efforts involved in such a process. The President added that he was very pleased with the way the process has unfolded, and he was very impressed by the pool of candidates the University has been able to attract. A second round of more intensive interviews is now underway with a subset of the original group.

The recruitment for a new Vice President for Development and Alumni Relations has now completed the first round and more intensive interviews with selected candidates are in process. All of the searches for three decanal positions, in the Schools of Business, Public Health and Health Services, and the Graduate School of Education and Human Development, continue.

In other news, President Knapp reported that for the second time in the history of the University, over 20,000 applications have been received for undergraduate programs. Interest in GW remains very strong despite the economic climate. GW is dependent upon enrollments to sustain its operations given the size of its endowment and the availability of other resources. Enrollment caps on the size of the student body mean that the admissions process must be monitored very carefully and tailored to fill the approximately 2,000 entry freshman and transfer slots available.

BRIEF STATEMENTS (AND QUESTIONS)

Professor Cordes asked for details about the Provost search process. President Knapp clarified that first-round candidates met with him and members of the Search Committee. A larger group is conducting return visits which involve a day or more of meetings and interviews with second-round candidates. Professor Robinson noted that these candidates will also be meeting with members of the Senate Executive Committee.

ADJOURNMENT

There being no further business before the Senate, and upon motion made and seconded, the meeting was adjourned at 3:50 p.m.

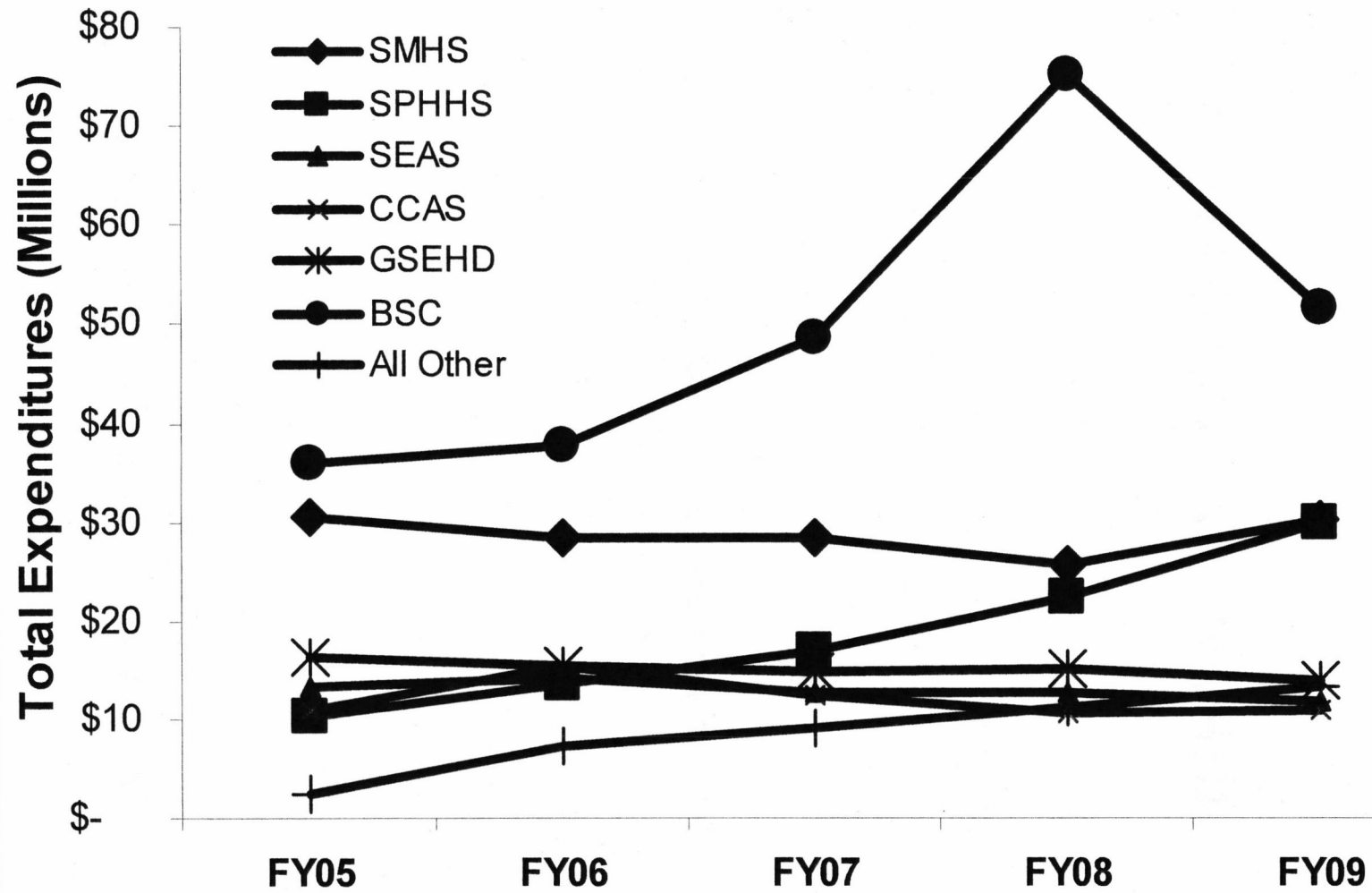
Elizabeth A. Amundson

Elizabeth A. Amundson
Secretary

REPORT ON RESEARCH

**Presentation to the Faculty Senate
January 15, 2010**

**Leo M. Chalupa
Vice President for Research**



Data from OUPR "ERO" file reports (12 January 2010)

Hatchet (12/7/2009)

“To me, research involves the generation of knowledge. It is the process by which we replace ignorance with a new understanding based on rigorous methods established by scholars in a given field.”

“I view my job as vice president of research as supporting and promoting all research efforts at GW, whether in the law school or in microbiology, in religious studies or computer science.”

Office of Research Update

1. Combining of campus and medical school operations
2. Reorganization of the OVPR
3. Launch of Campus-wide initiatives
4. Formation of the Grant Enhancement Unit
5. Entrepreneurship Office
6. Increase in Research Initiatives to PIs, Chairs, and Deans
7. Outreach to Funding Agencies
8. Submission of Large Grant Applications
9. Establishment of Undergraduate Research Awards
10. Launch of GW – Virginia Tech Research Collaborations

Campus-wide Research Initiatives

1. Autism
2. Computational Biology
3. Sustainability
4. Science Policy
5. Neglected Diseases
6. Renewable Energy

GW Autism Initiative Faculty Committee

- **Valerie Hu**, Professor of Biochemistry and Molecular Biology – Chair of the Committee
School of Medicine and Health Sciences
- **Margaret Dunkle**, Research Scientist, Department of Health Policy
School of Public Health and Health Services
- **Richard Grinker**, Professor of Anthropology and International Affairs
Columbian College of Arts and Sciences
- **Marian Jarrett**, Associate Professor of Special Education
Columbian College of Arts and Sciences
- **Leighton Ku**, Professor of Health Policy, Director, Center for Health Policy Research
School of Public Health and Health Services
- **Norman Lee**, Professor of Pharmacology
School of Medicine and Health Sciences
- **Lawrence Rothblat**, Professor of Psychology and Anatomy
Columbian College of Arts and Sciences
- **Francys Subiaul**, Assistant Professor of Speech and Hearing
Columbian College of Arts and Sciences
- **Akos Vertes**, Professor of Chemistry, Biochemistry, and Molecular Biology
Columbian College of Arts and Sciences
- **Peter Daniolos, M.D.**, Medical Director, Center for Autism Spectrum Disorders
Children's National Medical Center
- **Lauren Kenworthy**, Director, Center for Autism Spectrum Disorders
Children's National Medical Center
- **Roger Packer, M.D.**, Senior Vice President, Center for Neuroscience and Behavioral Medicine
Children's National Medical Center

GW Computational Biology Initiative Faculty Committee

- **Diana L. Lipscomb** – Committee Chair
Chair, Department of Biological Science, Professor of Biology
Columbian College of Arts and Sciences
- **Tarek A. El-Ghazawi**, Professor of Engineering and Applied Science
School of Engineering and Applied Science
- **Sidney W. Fu**, Associate Professor of Biochemistry and Molecular Biology
School of Medicine and Health Sciences
- **Eric P. Hoffman**, Center Director, Center for Genetic Medicine Research
Children's National Medical Center
Professor of Pediatrics, School of Medicine and Health Sciences
- **Yinglei Lai**, Assistant Professor of Statistics
Columbian College of Arts and Sciences
- **Yongwu Rong**, Professor of Mathematics
Columbian College of Arts and Sciences
- **Rahul Simha**, Professor of Engineering and Applied Science
School of Engineering and Applied Science
- **Chen Zeng**, Associate Professor of Physics
Columbian College of Arts and Sciences

GW Sustainability Initiative Faculty Committee

- **Lisa Benton-Short**, Associate Professor of Geography, Co-Chair of the Committee
Columbian College of Arts and Sciences
- **Mark Starik**, Professor of Strategic Management and Public Policy, Co-Chair of the Committee
School of Business
- **Adele Ashkar**, Associate Professor of Landscape Design
College of Professional Studies
- **Charles (Chuck) Cushman**, Associate Dean for Academic Excellence
Associate Professor of Political Management
Graduate School of Political Management
- **Jonathan (Jon) Deason**, Professor of Engineering Management and Systems Engineering
School of Engineering and Applied Science
- **Melissa Keeley**, Assistant Professor of Geography, Public Policy, and Public Administration
Columbian College of Arts and Sciences
- **Peter LaPuma**, Visiting Associate Professor, Environmental and Occupational Health
School of Public Health and Health Services
- **Baoxia Mi**, Assistant Professor of Civil Engineering
School of Engineering and Applied Sciences
- **Houston Miller**, Professor of Chemistry
Columbian College of Arts and Sciences
- **LeRoy (Lee) Paddock**, Associate Dean for Environmental Studies
Law School
- **Rumana Riffat**, Professor of Civil Engineering
School of Engineering and Applied Science
- **Tara Wallace**, Professor of English, Associate Dean for Graduate Studies
Columbian College of Arts and Sciences

Presentation to Faculty Senate

David S Dolling
Dean
School of Engineering
and Applied Science*
January 15th, 2010

* Innovation, Collaboration, Integrity

SEAS.....Origins

- Founded by William Corcoran...a retired banker, philanthropist , chair of BoT at Columbian University (now GW)
- Early 1880s...without prior consultation he announced to a surprised BoT that he would found a "*polytechnic School, somewhat on the model of the Boston Institute of Technology*"

SEAS.....Early Days

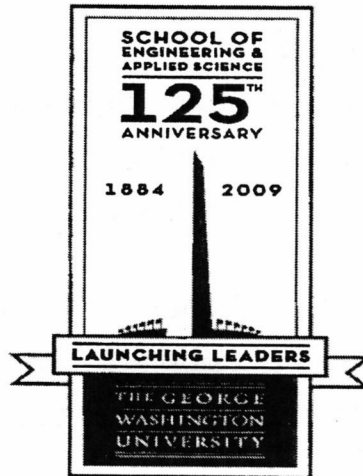
- Engineering at GW started on Oct. 01, 1884
- One year of study was \$90
- Two degree programs....civil and mining
- First graduating class (1888) had 6 students of whom 2 were women*

**currently our undergraduate class is 36% women*

125 years in fewer than 125 words

- Has undergone many transformations
- "Night" school with modest infrastructure to the "residential" school it is today offering a broad array of undergraduate and graduate research programs on two campuses...
- while concurrently serving the DC-metro area and beyond (all over US, Taiwan, Bahrain...soon) with graduate and certificate programs for working professionals

2009...celebration



SEAS...Fields of Study Today

- Biomedical Engineering
- Civil and Environmental Engineering
- Computer Science
- Electrical and Computer Engineering
- Mechanical and Aerospace Engineering
- Engineering Management and Systems Engineering

By the numbers (approx)

- 2700 students
- inc. 1200 off-campus professionals
- 36% women undergraduates
- 8% African American undergraduates (7% GW-wide)
- Students from 72 countries
- 80+ faculty (TT)....and growing
- \$13 million in research funding

Question Time?

- What do engineers do.....limited to a two word answer?
- "Perform transformations"
- In educational world we transform lives, one at a time
- In the larger society we transform "everything " which in turns transforms "everybody's" lives

“Transformations”...that’s what engineers do

- Synergy Magazine
 -civil turbojet aircraft*
 -computers
 -satellites
 -the internet
- Transform all that we do from research to commerce to entertainment to education

SEAS is now in a Transformation

- Time of “Chances and Choices”
- “Chances”: a unique opportunity has been offered...strengthening SEAS is a core component of GW’s desire to become a leading research university
- “Choices”: choosing to seize the chance, leverage the opportunities, to strengthen, expand, increase stature of SEAS

Our Vision...is to be

- *“world class center for innovative and collaborative engineering research and learning in the heart of the nation’s capital, leveraging the unique opportunities and assets afforded by our location to develop entrepreneurial leaders prepared for the technical and societal challenges of the 21st century”*

SEC...A Core Enabler of our Vision

- New facilities/infrastructure for innovative instructional and new research programs.....
- An essential element for attracting the caliber of students, faculty, researchers, necessary to make our vision a reality

Our vision parallels the SEC* Vision

- *"To create an intellectual center in the Nation's Capital for world class, collaborative research and learning in science and engineering"*

* aka "Discovery Hall"

Our Vision/Plans in the National/Intl Context

- Daunting technological challenges;
 - energy "independence", a sustainable future
 - computer security (business, healthcare, homeland sec., defense etc.
 - high performance computing (for design/simulation of products and processes from pilotless aircraft to pharmaceuticals to performing robotic surgery;
 - new safety technologies and regs as fully electric and lightweight vehicles come on line;
 - nanotechnology..... the list goes on

Many (many) complex problems with
equally complex solutions.

- challenges which SEAS has recognized
and in many of which we have a strong or
growing presence
- and in which we want to do more, plan to
do more, will do more

The “vision”...a starting,
not ending point!

- What does success hinge on?
- What has to be done ?

Three key enablers

- World class
.....Faculty
.....Students
.....Infrastructure

Faculty

- Rejuvenate the faculty body
- Need a different balance of those starting their careers (bubbling over with energy and ideas) and the more mature (bubbling over with experience and wisdom)

Faculty Recruiting (09-10)

- CS (2 Asst Prof, 1 Prof)
- CEE (1 Asst Prof)
- ECE (2 Asst Profs)
- EMSE (2 Asst Prof, 1 Assoc Prof)
- MAE (2 Asst Prof, 2 assoc Profs)

In cyber security, nanotechnology, energy,
high performance computing, systems
enr.

3-Year Picture (tenure-track)

- 07-08 cycle.....5
- 08-09 cycle.....5
- 09-10 cycle.....13-14
- Total.....23-24 total

- 10-11 cycle undefined yet

Undergraduate Program

- Recruiting goal: 250 freshmen, 1000 undergrads
 - Need strong, unique programs unavailable elsewhere
 - Opportunities that justify our high tuition
 - Need to reach students we aren't reaching today

An old adage

- If you go on doing what you are doing, even if you do it extremely well, you will go on getting essentially the same results

So, how do we change the result?

- Innovative, distinctive programs help get us visibility in high-schools
- Interdisciplinary* is best for our size and best for emerging engr. challenges and opportunities

Revamp u/g education/experience

- Among other things* new programs in:

.....robotics/autonomous systems

..... energy and sustainability

*expanded study abroad, expanded internship opportunities

Why Robotics?

- It's the rage in high-schools => ready made audience (has widespread corporate and other support)
- Excellent, interdisciplinary platform for teaching core engr (hard to imagine a discipline that does not contribute)

Why Robotics?

- Everywhere you look robotics is moving forward fast and furiously.
- All the military services are pushing ahead with an astonishing variety of autonomous vehicles and systems
- World-wide, especially in Asia, there are major domestic robotics programs
- On the less "glamorous" side, and sometimes less apparent, but huge in terms of dollar volume, manufacturing operations from automobiles to airplanes to chip companies employ vast arrays of specialized, sophisticated robots

Why Energy/Sustainability?

- One of the most pressing and present (and future) challenges
- Interdisciplinary, and innovative (not many univs offer UG programs)
- Students (parents) are motivated, interested, asking about such programs
- Ties into GW strengths, policy, management, systems engineering
- Location advantages: DOE, think tanks, Elliot school, CCAS Institute for Solar Energy, etc

The Challenges facing us.....

- How will research be done in 21st century?
- What changes in educational practices are needed for the 21st century?

The “inseparability” of science and engineering is very clear

- Some of the most potentially beneficial solutions to our challenges lie at the interfaces of science and engineering

Renewable Energy (Energy Efficiency)

- Developing renewable energy sources such as solar and wind power, or high energy density, compact batteries for all-electric vehicles while at the same time minimizing environmental impact, demands integrated, creative teams of mech. and elec. engineers, computer scientists, physicists, chemists, and mathematicians.

**And these problems (energy,
cyber security etc).....**

- **Intersect with, butt up against, inform and are strongly influenced by policies and politics, economics etc.**

**Blurred Boundaries...drive need for
changing educational and research
paradigms ⁽¹⁾**

- **Boundaries between engineering and scientific disciplines are increasingly blurred**

Blurred Boundaries...the need for
changing educational and research
paradigms ⁽²⁾

- And solutions all hinge on a complex web of technology, economics, policy and politics

Blurred Boundaries...the need for
changing educational and research
paradigms ⁽³⁾

- Students and faculty can no longer simply be technical experts. They must understand and embrace the wider world

Challenges/Opportunities....Education ⁽¹⁾

- How to educate engineers who have this depth and breadth of skills, and the confidence, to address these grand challenges?

Challenges/Opportunities....Education ⁽²⁾

- How to educate engineers who have this depth and breadth of skills, and the confidence, to address these grand challenges?
- How to educate engineers who can thrive in, and lead teams that may be spread across the globe, cutting across cultures, time zones, and disciplines?

SEAS is already taking the steps to prepare graduates for this new world:

- Exploring new educational initiatives in energy and sustainability, and in autonomous systems, which link technical studies with systems engineering which draws in policy, risk analysis, economics;
- Developing increased opportunities for students to study abroad
- Developing new opportunities for internships with the hi-tech companies and state-of-the art govt labs in the DC-Metro area
- Exploring new learning techniques and tools driven by changing lifestyles

Accomplishments...a Sample

- GW Energy Institute (SEAS and others, growing, with new faculty, labs at VA)
- GWIN (SEAS and others) growing fast, new classes being developed, res proposals submitted, labs being built and equipped
- National Crash Analysis Centerfunded at \$19M for 5 years by FHA
- Educational Initiatives underway in Robotics, and Energy and Sustainability

Accomplishments...a Sample

- Developing Intl Engineering Education opportunities
- SEAS faculty promotions/tenure process being strengthened and clarified, dept bylaws being brought into 21st century
- Re-energizing SEAS NAC
- Improving alumni interactions/engagement

Community building

- Teaching/Research Awards, spring 2009
- SEAS 125th Gala, Mellon Auditorium, October 29th, combined with 2009 Hall of Fame Induction (6 new members)
- SEAS Seminar Series.....Engineering Challenges in the 21st Century
- Spring 2010 Entrepreneur Workshops

What will...

- Continuing success hinge on with respect to fulfilling our vision?
- What do we need to recruit the people, attract the resources, build our programs
- **Four** key building blocks

1) Fully engaged stakeholders

- Woven into the fabric of the School, informed and inspired to participate in our success
- A central element of all successful engineering schools...we can be no exception

2) Top Students...whose recruitment will hinge on

- A robust student aid program, with merit and need based scholarships.....essential for recruitment and retention of the undergraduate students we want and need.
- Fellowship funds to supplement teaching and research assistantships so we can recruit the very best graduate students for our thrusts in energy, high performance computing etc.

3) World Class Faculty

- Endowments and other financial resources to attract and retain world class faculty in an intensely competitive global market place,
- as well as resources to support today's complex and collaborative learning and research solutions.

4) Modern, sophisticated and flexible laboratories, classrooms and workspaces (SEC)

- **Modern, sophisticated and flexible laboratories, classrooms and workspaces in a new interdisciplinary building**
- **a powerful magnet for world-class faculty and students, a hub for technology exchange and education across the DC-Metro area.**
- **Close proximity to policy, law and business experts, will offer our students an environment that others cannot emulate and provide a unique background to succeed in today's complex world.**

Today we have a...

- Strong school
- Long legacy of achievement
- Students and faculty we are proud of
- A future we are looking forward
- BUT.....

Competition is.....

- Fierce, relentless, never-ending
- Nobody is standing still, waiting for us to join them
- Time for action is now*

* You snooze, you lose

Thank you SEAS....

- Innovation
- Collaboration
- Integrity

SCHOOL of ENGINEERING & APPLIED SCIENCE

THE GEORGE WASHINGTON UNIVERSITY

POINTS OF PRIDE:

- SEAS has five academic departments, 83 full-time faculty, and more than 2,700 undergraduate and graduate students.
- **Undergraduate enrollment:** Our undergraduate student body grew 23% in five years. Currently, we have 588 undergraduate students, and 36% are women—which is a very high number in comparison with many engineering schools
- **Graduate enrollment:** Our graduate student body grew 20% in five years. We have more than 2,000 graduate students, of whom 24% are women
- **International students:** We have students from 72 countries.
- **Undergraduate student/faculty ratio:** Our undergraduate student/faculty ratio is 8:1.
- Our faculty includes a registered patent agent, 8 IEEE Fellows, 2 ACM Fellows, 3 APS Fellows, 2 ASME Fellows, and 1 AIAA Fellow.
- ABET (Accreditation Board for Engineering and Technology) accredits our undergraduate programs. ABET selected us to receive one of the four 2008 ABET President's Awards for Diversity, because of our unusually high female and international student enrollment at the undergraduate level, our strong female graduate student enrollment, and our significant number of female faculty and administrators.

RESEARCH:

- SEAS supports 13 research centers and institutes, as well as many research facilities and laboratories. Two of our centers—the National Crash Analysis Center and the Center for High-Performance Reconfigurable Computing—are national centers.
- **Contributing to national economic growth:** Our centers and institutes support important research across a spectrum of fields, such as biomedical engineering, bio-mimetics and bio-inspired engineering, nanotechnology, high-performance computing, transportation safety, and crisis and disaster management. The research we conduct contributes to national security and to the vitality of a number of economic sectors: health, transportation, construction, entertainment, and others.
- **Research grants:** In FY 2009, SEAS faculty were awarded more than \$12.7 million in funding for research. This includes grants from the National Science Foundation, U.S. Government agencies, and private sector and non-profit organizations.
- **Patents:** Since 2000, SEAS faculty members have been awarded 28 patents and have other patents pending.

THE ACADEMIC EXPERIENCE AT SEAS:

- **Undergraduate majors:** SEAS offers eight undergraduate degree programs, as well as the Integrated Engineering and Law Program and several five-year programs that allow students to earn both a bachelor's and master's degree. The eight undergraduate degree programs are:

- Applied Science and Technology (bachelor of arts)
 - Biomedical Engineering (bachelor of science)
 - Civil Engineering (bachelor of science)
 - Computer Engineering (bachelor of science)
 - Computer Science (bachelor of science and bachelor of arts)
 - Electrical Engineering (bachelor of science)
 - Mechanical Engineering (bachelor of science)
 - Systems Engineering (bachelor of science)
- **Graduate programs:** SEAS offers master's and doctoral degrees and certificate and professional programs. Our graduate degree programs include:
 - Civil and Environmental Engineering
 - Computer Engineering
 - Computer Science
 - Electrical Engineering
 - Engineering Management
 - Mechanical and Aerospace Engineering
 - Systems Engineering
 - Telecommunications and Computers (master's degree only)
- **Undergraduate research:** All SEAS students work in teams on senior design projects that provide them with hands-on learning opportunities. The senior projects require the students to work on conceptualization, design, testing, project planning, implementation, and presentation and evaluation of their design. In many cases, outside experts work with our students as mentors or evaluators to enhance the learning process.
- **Rounding out the academic experience:** SEAS has more than 20 engineering-related student organizations and extra-curricular projects in which students can participate. Students can augment their classroom learning through lectures and seminars hosted throughout the year by the five academic departments at SEAS, and those who need academic or other support find it through the SEAS tutoring and mentoring programs. The school and departments also sponsor a number of social activities throughout the year—from welcome events to barbecues and movie nights—and even a house on campus where engineering students can gather.
- **Career support:** Our students also get assistance in launching their careers. The SEAS Career Services Office locates internships and job opportunities and helps place students when possible. It also brings employers to campus, participates in career fairs, and holds resume and interview seminars and other career-related events.

PARTNERSHIPS & ASSOCIATIONS:

- SEAS has established research and internship partnerships with national laboratories, government agencies, and corporations, such as the U.S. Department of Defense, Department of Homeland Security, National Security Agency, the National Institutes of Health, and Sandia National Labs.
- SEAS faculty regularly form partnerships with faculty from other universities to conduct joint research. One example is the Center for High-Performance Reconfigurable Computing, a national research center jointly established by GW and the University of Florida.
- SEAS has established more than 20 academic exchange partnerships with universities and institutions in 19 countries around the world. These allow our students, faculty, and researchers to go abroad and others to come to SEAS to study or conduct research.

**Report from the Committee on Admissions Policy,
Student Financial Aid and Enrollment Management
Jorge Garcia, Chair
December 2009**

The Committee met once this semester and two University officers spoke at the meeting: Daniel Small, Executive Director of Student Financial Assistance, and Kathryn Napper, Executive dean of Undergraduate Admissions. From their presentations and the discussions of the committee we are able to provide the following summary about our admissions and enrollment:

1. Despite the economic conditions, undergraduate admissions increased.
2. The freshman yield increased by 2 percent, and the transfer yield increased by 6%
3. GWU maintains a yield between 30-35% at the undergraduate level.
4. We lost fewer students than the year before in the number of students who enrolled for Summer class.
5. The SAT scores of the admitted class improved by 15 points and also did the ACT scores.
6. There was an increase in the percentage of applicants that made early decisions about enrollment.
7. The gender ratio is 55% females to 45% males
8. We recruited 155 international students, most from China and Korea. The number of applications from China is increasing.

Overall the admission trends are positive but some challenges remain to be able to be competitive with schools in our market basket, like increasing the number of students in the top 10% scorers in the SAT and work on the GWU image so we are recognized for specific education qualities. Increasing the diversity of our student admissions remains a challenge as well, particularly African Americans and Latinos. Internationally we are doing fairly well with students from Asia but could do better attracting students from closer regions like South America.

Regarding student financial assistance, the information can be summarized as follows:

1. Due to the hard economic times, parents have experienced a drop in their income/assets resulting in higher requests for financial aid and higher appeals for more financial aid.
2. We have been able to retain students at a rate of 92%, actually an increase from last year figures (91.5%)
3. Student loan debt is about 30-31 thousand dollars which is fairly high.
4. A large proportion of our student aid is in the form of loans which differentiates us from other institutions in our market basket.
5. We continue offering discount rates and there are questions as whether this can be sustained at the current level (39%); it seems that 36-37% would be more appropriate.
6. About 65% of our undergraduate students receive financial aid, which is comparable to some institutions in our market basket (e.g. NYU) but not to others such as Penn or Cornell.

Overall, it seems that GWU is doing a good job attracting and retaining undergraduate students but important challenges remain, such as reducing student debt by offering other forms of aid such as merit, grant and jobs. This puts considerable pressure in our development office to be able to generate sufficient funding.

FACULTY SENATE COMMITTEE
ON
APPOINTMENT, SALARY, AND PROMOTION POLICIES (ASPP)
INTERIM REPORT (2009-2010)

The ASPP Committee met three times during the Fall 2009 semester. The following are the issues discussed and actions taken.

Assessment of faculty performance. The charge to ASPP asked us to continue our consideration of the current state of assessing faculty performance at GW. This year's Committee read the report on assessment of faculty teaching that was produced at the end of 2008-2009. This report was a product of a joint subcommittee formed by ASPP and PEAFF.

Based upon a University-wide survey, the report concluded that different academic units employ different methods of assessment of faculty teaching. It was also the opinion of the subcommittee that this diversity is desirable and that no change to existing methods of assessment of faculty teaching was necessary. After a full discussion, the members of ASPP agreed with the conclusions of the report. The members of PEAFF similarly discussed the report and concluded that there was no need for change.

Retirement plans' investment options. The Committee decided to appoint a subcommittee to review the investment options available for the University's retirement plans to see if the options should be expanded. Ravi Achrol and Murli Gupta volunteered to serve on the subcommittee, which will work in consultation with the Benefits staff. At the December meeting, they presented a summary of their meeting with Jennifer Lopez, Executive Director Tax, Payroll and Benefits Administration and her group. ASPP members also discussed the large differences in management fees charged by different funds and expressed their concern that default funds may be among the more expensive options. The subcommittee was asked to continue its deliberations on these issues and to have additional meetings with Jennifer Lopez.

Policy Change at Smith Center Pool. Historically, faculty who are members of the Health and Wellness Center were permitted to use the pool at the Smith Center at specific times each week. Last year, after the Smith Center renovations, faculty were notified that this benefit would no longer be available. After discussion ASPP decided to recommend that this policy should be reversed and faculty should again be allowed to use the pool during specific hours of the day. Gene Abravanel volunteered to research this issue further and report back to the Committee.

Changes in SMART TRIP policy. In January of 2010, Metro planned to create three purses for the SMART Trip program – one purse for pretax funds, one for parking and one for money contributed by faculty/staff – not pre-tax. GW was unaware of this policy change till someone read it in the Washington Post. The DC Government delayed the change for the time being. Richard Lanthier will monitor the issue and report back to the Committee.

Respectfully,
Miriam Galston, Chair ASPP
1/6/10

**Report of the Faculty Senate Standing Committee
on University and Urban Affairs (UAUA)**

January 2010

Chair: Assistant Professor Christy Zink (czink@gwu.edu)

The University and Urban Affairs Committee (UAUA) helps foster continued good citizenship between the George Washington University and the greater Washington, DC metropolitan area. By tracking and supporting GW's already allocated resources and initiatives, the UAUA strengthens GW's community relationships and provides the university with a valuable source of advice on continuous improvement and possible future endeavors in its urban environment. The UAUA Committee itself represents the breadth and strength of the University community, with active faculty, administrators, staff, and student members serving in full member or ex-officio status, from schools and departments across campus.

The UAUA Committee met twice in the fall semester and will meet actively in the spring semester to support the Faculty Senate's commission to support university policies and programs, as well as offering programming to the DC urban community.

The Committee has continued to make connections with other university groups and representatives, through visits from Lorraine Voles, Vice President for External Relations, and a presentation on the Mt. Vernon campus expansion plan by Eric Selbst of the GW Office of Real Estate.

- **Original programming: Community Education Programs.** The Committee has reevaluated the St. Mary's Court Speakers Series, a community education program run by the UAUA committee in partnership with the St. Mary's Court senior residential complex, which had lost its programming funding at the end of last year. The Committee voted to reinstate the series and put in place mechanisms to strengthen the programming, including more advance publicity of events to the community and logistical support from the Office of Community Relations.
- **Faculty service, service-learning projects, and community research as integral to faculty scholarship and teaching.** The Committee is working in collaboration both with the Office of Government, International, and Community Relations and the Office of Community Service to develop means to connect faculty with these larger campus initiatives for public service, emphasizing the scholarly research contribution of faculty involved in service learning and community research. One UAUA Committee member serves on the advisory committee to the new Center for Civic Engagement and Public Service; that Committee had plans to meet after our last meeting, and linkages will be made with that work in the coming semester.
- **Community Building and Collaboration.** The Committee will assist in planning and supporting programs that bring together University faculty and administrators with DC government leaders, citizen groups, and members of the Foggy Bottom community, through project such as the ISCOPEs program, the FRIENDS partnership, and student group-run community projects. Committee members participated in the FRIENDS Fall Block Party and volunteered for the Freshman Day of Community Service.

REPORT OF THE EXECUTIVE COMMITTEE

January 15, 2010

Lilien F. Robinson, Chair

On behalf of the Executive Committee I have the following report.

ACTIONS OF THE EXECUTIVE COMMITTEE

Benefits for Retired Faculty

The Executive Committee discussed with President Knapp and Executive Vice President Lehman the benefits currently provided to retired faculty, concluding that it would be desirable to undertake a review of these benefits.

Accordingly, the Executive Committee plans to meet with the new Director of Human Resources, Louis Lemieux to discuss the possibility of such a review and to do so in comparison to benefits, especially health benefits, provided by other academic institutions.

Additionally, the Executive Committee will also pose the question of re-establishing a committee of faculty, staff, and administration on Benefits. Such a committee functioned effectively over a lengthy period. This may be an opportune and appropriate time to consider the matter.

Status of Faculty in Phased -In Retirement

The Executive Committee has requested that the Committees on Appointment, Salary, and Promotion Policy, and the Professional Ethics and Academic Freedom review documents defining phased-in retirement and the rights and obligations of this group of faculty, providing their interpretation and recommendations, as appropriate.

Science and Engineering Complex

As a follow up on Faculty Senate discussions regarding the construction of the Science and Engineering Complex and with the assistance of Professor Helgert, Chair of the Physical Facilities Committee and member of the Science and Engineering Complex Operating Committee, the Executive Committee will be meeting with the Ballinger Architects who are conducting the programming and bench marking. This meeting is scheduled for January 29. The Executive Committee will be arranging for a presentation by Ballinger to the Faculty Senate in February.

Trachtenberg Prizes

The Executive Committee has appointed the following faculty members to the Trachtenberg Prize Selection Committees:

Teaching: Professor Peter Klaren
Research: Professor Robert Harrington
Service: Professor Philip Wirtz

PERSONNEL MATTERS

Grievances

In the two grievances previously reported, the case in the Columbian College of Arts and Sciences has been settled through mediation. The grievance in the Elliott School remains in mediation.

The Executive Committee expresses most sincere thanks to Professor Carol Izumi who was served as the Mediator in the Columbian College case. Professor Izumi has repeatedly assisted the University in this challenging and time-consuming capacity. It is the type of contribution that sustains successful shared governance.

OTHER MATTERS

Interim Reports

Please note that there are two additional Interim Reports which do not appear on the agenda. These are reports of the Admissions Policy, Student Financial Aid and Enrollment Management Committee and the Committee on University and Urban Affairs. The reports are available and will be attached to the Minutes of today's meeting.

Faculty Senate Committee Service Forms

Senate Committee Service forms are in preparation and will be distributed to faculty throughout the University. As our participation and that of our colleagues is essential to the mission and work of the Faculty Senate and to shared governance, please urge your colleagues to volunteer for committee service. To date, we have had broadly significant success and need to continue this remarkable level of participation.

Executive Committee Meeting

The next meeting of the Executive Committee is scheduled for January 29. Please submit resolutions, reports and any other matters for consideration prior to that date.

THE FACULTY SENATE
Washington, D.C.

The Faculty Senate

January 7, 2010

The Faculty Senate will meet on Friday, January 15, 2010 at 2:10 p.m. in the State Room, 1957 E Street, N.W., 7th Floor.

AGENDA

1. Call to order
2. Approval of the minutes of the meeting of December 11, 2009 (to be distributed)
3. **A RESOLUTION TO AMEND THE FACULTY CODE WITH RESPECT TO THE PARTICIPATION OF RESEARCH FACULTY IN THE GOVERNANCE OF THE SCHOOL OF PUBLIC HEALTH AND HEALTH SERVICES (09/3)**
Committee on Professional Ethics and Academic Freedom (The Resolution and Report are attached.)
4. Introduction of Resolutions
5. Report on Research: Vice President for Research Leo M. Chalupa
6. Report on the School of Engineering and Applied Science: Dean David S. Dolling
7. General Business
 - a. Report of the Executive Committee
 - b. Interim Reports of Senate Standing Committees: Appointment, Salary, and Promotion Policies, Physical Facilities, Research, Joint Committee of Faculty and Students (The Reports are attached)
 - c. Chair's Remarks
8. Brief Statements (and Questions)
9. Adjournment

Elizabeth A. Amundson
Elizabeth A. Amundson
Secretary

**A RESOLUTION TO AMEND THE FACULTY CODE WITH RESPECT TO
THE PARTICIPATION OF RESEARCH FACULTY IN THE GOVERNANCE OF
THE SCHOOL OF PUBLIC HEALTH AND HEALTH SERVICES (09/3)**

WHEREAS, Article I.B.1 of the Faculty Code requires that at least 75% of the regular, active-status faculty members in each school must hold either tenured or tenure-accruing appointments, except for (i) faculty in the Law School and in the College of Professional Studies, and (ii) faculty in the Medical Center who are "stationed at affiliated institutions";

WHEREAS, Article I.B.1 of the Faculty Code requires that at least 50% of the regular, active-status faculty members in each department of a school must hold either tenured or tenure-accruing appointments, except for (i) faculty in the Law School and in the College of Professional Studies, and (ii) faculty in the Medical Center who are "stationed at affiliated institutions";

WHEREAS, Article I.B.1. of the Faculty Code plays a vital role in supporting the University's commitments to academic excellence and shared governance because:

- (1) Article I.B.1 ensures that most regular, active-status faculty members will have an opportunity to earn tenured status and, accordingly, will have strong incentives to achieve excellence in teaching and scholarship by satisfying peer-reviewed standards of academic rigor, independence and objectivity; and
- (2) Article I.B.1 also ensures that (i) faculty members who participate in governance of schools and departments will be regular, active-status faculty members who are engaged in all three major areas of faculty responsibility (namely, teaching, productive scholarship, and service to the University, professional bodies and the public) as set forth in Articles IV.A.6.b) and IV.B.1 of the Faculty Code, and (ii) the predominant group of such faculty members will have the opportunity to earn tenured status and thereby obtain appropriate independence in carrying out the shared responsibility of regular, active-status faculty in University governance pursuant to Article IX of the Faculty Code and Parts A through D of the Procedures for the Implementation of the Faculty Code ("Procedures");

WHEREAS, the School of Public Health and Health Services ("SPHHS") is a school that is subject, without exception, to the requirements of Article I.B.1 of the Faculty Code;

WHEREAS, as discussed in the attached report of the Faculty Senate Committee on Professional Ethics and Academic Freedom ("PEAF Report"), the composition of the regular, active-status faculty of the SPHHS has not complied with Article I.B.1 since the founding of the SPHHS in 1997;

WHEREAS, for more than seven years, the Faculty Senate and its Committees have made sustained efforts to persuade the SPHHS to come into compliance with Article I.B.1. of the Faculty Code, including the following:

- (1) On April 14, 2002, the Faculty Senate adopted Resolution 01/11, in which the Faculty Senate called on the Dean of the SPHHS to develop a plan to bring the SPHHS into compliance with Article I.B.1 by the Fall semester of 2007, but the SPHHS failed to develop such a plan or achieve such compliance;
- (2) In May 2008, the Executive Committee of the Faculty Senate sent a memorandum to the Dean of the SPHHS, in which the Executive Committee requested that the Dean of the SPHHS provide, not later than September 19, 2008, a detailed, comprehensive plan to bring the SPHHS into compliance with Article I.B.1. within a reasonable period not to exceed five years;
- (3) On September 24, 2008, Interim Dean Josef J. Reum of the SPHHS sent the Executive Committee a preliminary draft of a plan to bring the SPHHS into compliance with Article I.B.1 within the requested five-year period, and the Executive Committee referred Interim Dean Reum's draft compliance plan to a Special Joint Subcommittee on Compliance by the SPHHS with the Faculty Code ("Joint Subcommittee"),
- (4) After consultation with the Joint Subcommittee, Interim Dean Reum submitted a revised compliance plan on February 2, 2009, and the Joint Subcommittee advised the Faculty Senate, at its meeting on March 13, 2009, that the revised compliance plan appeared to be feasible and appeared to provide a reasonable basis for bringing the SPHHS into compliance with Article I.B.1 by 2013;
- (5) As shown on Figure 1 attached to the PEA Report, based on information provided by the Office of Medical Center Faculty Affairs and Program Development ("OMCFAPD"), the number of regular, active-status faculty with tenured or tenure-accruing appointments in the SPHHS increased from 17 in 2007 to 29 in 2009, while the number of regular, active-status faculty with non-tenure-accruing ("NTA") appointments increased from 20 to 30; and
- (6) The Joint Subcommittee submitted a report to the Faculty Senate Executive Committee on October 26, 2009 ("Joint Subcommittee Report"), which expressed "reservations on the validity of the [the SPHHS compliance] plan as well as the guidelines being used to implement the proposed plan," and the Report further explained that "our reservations center around the lack of specific Faculty Code compliance criteria and processes needed for legitimate search establishment and operations and [faculty appointment, promotion and tenure committee] selection and tenure issues." The Joint Subcommittee Report specifically noted a "lack of formal process and criteria for faculty (and indeed Dean) selection, promotion and tenure" decisions at the SPHHS; and

WHEREAS, during its repeated efforts to persuade the SPHHS to come into compliance with Article I.B.1. of the Faculty Code, the Faculty Senate and its Committees have become aware of the very significant (and potentially decisive) role played by research faculty in the governance of the SPHHS, as follows:

- (1) In the fall semester of 2008, the Faculty Senate Executive Committee began to discuss with the University Administration the launching of a search for a new Dean of the SPHHS that would comply with the Faculty Code;
- (2) During the course of those discussions, the Executive Committee learned that the SPHHS has a large number of research faculty who do not hold regular, active-status appointments but who actively participate in the governance of the SPHHS pursuant to an asterisked footnote to Part A of the Procedures, on page 18, which provides: "In the governance of the Medical Center, all faculty eligible for membership in the Medical Center Faculty Assembly shall be eligible to participate wherever the term 'regular' faculty appears in this document";
- (3) As explained in the PEA Report, the footnote on page 18 of the Procedures was added to the Faculty Code in the mid-1970s, long before the founding of the SPHHS in 1997, and was intended to provide governance rights in the University's Medical Center to clinical medical faculty and research medical faculty who worked in the four existing units of the Medical Center, all of which provided medical education and medical care services at that time (namely, the School of Medicine and Health Sciences, the University's Hospital, the University's Health Plan, and the University's Medical Faculty Associates). Neither the Faculty Senate nor the University's Board of Trustees specifically discussed the desirability of applying the footnote on page 18 of the Procedures to governance matters arising within the SPHHS when the SPHHS was established as a new school within the Medical Center in 1997;
- (4) As discussed in the PEA Report, the number of research faculty in the SPHHS has grown rapidly in recent years, during the same period of time that the Faculty Senate has repeatedly called upon the SPHHS to come into compliance with Article I.B.1 of the Faculty Code. According to information provided by OMCFAPD and shown on Figure 1 attached to the PEA Report, the number of research faculty in the SPHHS has increased from 11 in 2002 to 26 in 2007 and 45 in 2009; and
- (5) As further indicated in the PEA Report, research faculty in the SPHHS have joined with NTA faculty to dominate the governance of the SPHHS since the school's founding, as indicated by (i) service by research faculty as voting members of committees that determine the appointment, promotion and tenure of regular, active-status faculty members within the SPHHS, and (ii) most recently, the refusal by research faculty and NTA faculty in the SPHHS to agree to a

Dean's search process that would conform to Part C.2. of the Procedures by establishing a core search committee consisting solely of tenured faculty members. Instead, despite the intervention of the Executive Vice President for Academic Affairs, the core search committee established for the current Dean's search in the SPHHS includes five tenured faculty members, two faculty members who hold NTA appointments and two research faculty; and

WHEREAS, members of the research and NTA faculty in the SPHHS are frequently appointed on short-term contracts, may be subject to substantial influence from the administration of the SPHHS and therefore lack the scholarly independence that a tenured faculty position confers and requires; and

WHEREAS, in schools within the University outside the Medical Center, research faculty do not participate in the governance of schools and departments because they do not hold regular, active-status appointments under Article I.B.1 of the Faculty Code and, instead, hold research staff appointments under Article I.B.4 of the Faculty Code. Consequently research faculty in schools outside the Medical Center are not counted for purposes of applying the 75% and 50% requirements set forth in Article I.B.1; and

WHEREAS, research faculty do not enjoy comparable rights of participation in the governance of the schools of public health at The Johns Hopkins University and Columbia University, which are schools with nationally-recognized standards of academic excellence that the SPHHS aspires to emulate and surpass; and

WHEREAS, even if the SPHHS achieved compliance with the 75% and 50% requirements set forth in Article I.B.1 of the Faculty Code, the continued participation of research faculty in the governance of the SPHHS pursuant to the asterisked footnote on page 18 of the Procedures would defeat the purposes of Article I.B.1. Under those circumstances, the combined numbers of research and NTA faculty could still prevent tenure-accruing faculty from exercising their Code-guaranteed rights to develop academic standards of excellence in the SPHHS with respect to (i) the appointment, promotion and tenure of faculty, (ii) the appointment of academic administrative officers, and (iii) the development of curriculum and academic programs; and

WHEREAS, the Faculty Senate therefore believes that the SPHHS will not achieve true compliance with Article I.B.1 of the Faculty Code and Parts A through D of the Procedures, and will not fulfill the University's aspirations for academic excellence, unless the asterisked footnote on page 18 is amended to remove the SPHHS from the scope of that footnote;

**NOW, THEREFORE, BE IT RESOLVED BY THE FACULTY SENATE
OF THE GEORGE WASHINGTON UNIVERSITY**

1. That the asterisked footnote to Part A of The Procedures for the Implementation of the Faculty Code ("Procedures"), on page 18, be amended to read as follows:

In the governance of the School of Medicine and Health Sciences, all faculty of that School who are eligible for membership in the Medical Center Faculty Assembly shall be eligible to participate whenever the term "regular" faculty appears in this document.

2. That, upon adoption of the foregoing amendment by the University's Board of Trustees, the Dean of the School of Public Health and Health Services ("SPHHS") shall take immediate steps to develop governance procedures for the SPHHS that shall bring the SPHHS into full compliance with Parts A through D of the Procedures not later than December 31, 2010.
3. That the Dean of the SPHHS shall submit a report to the Faculty Senate Executive Committee not later than January 31, 2011, describing the steps taken by the SPHHS to achieve full compliance with Parts A through D of the Procedures.
4. That the report by the Dean of the SPHHS referred to in Paragraph 3, above, shall also (i) describe the progress made by the SPHHS in moving toward full compliance with Article I.B.1 of the Faculty Code and (ii) provide an estimated date for achieving full compliance with that provision.

Committee on Professional Ethics and Academic Freedom of the Faculty Senate
December 18, 2009

**Report by the Faculty Senate Committee on Professional Ethics and Academic Freedom on
Participation by Non-Tenure-Track Faculty and Research Faculty in the
Governance of the School of Public Health and Health Services**

December 18, 2009

Background

In the mid-1970s, an asterisked footnote was added to the GWU *Faculty Code*. That footnote, found on page 18 of the *Faculty Code*, states: "In the governance of the Medical Center, all faculty eligible for membership in the Medical Center Faculty Assembly shall be eligible to participate whenever the term 'regular' faculty appears in the document." In the mid-1970s the Medical Center was comprised of four University-owned and controlled entities, all of which were engaged in providing medical education and medical care services: the GWU Medical School, the GWU Medical Faculty Associates, the GWU Hospital, and the GWU Health Plan. Establishment of the School of Public Health and Health Services (SPHHS) did not occur until 1997— two decades later.

Current Situation

The *Medical Center Faculty Organization Plan* states in Article II. The Medical Center Faculty Assembly, Section 1. Membership, that:

The voting membership of the Faculty Assembly shall consist of all faculty members in the following grades of academic service:

1. Professor, Associate Professor, Assistant Professor, Instructor.
2. Clinical Professor, Professorial Lecturer, Associate Clinical Professor, Associate Professorial Lecturer, Assistant Clinical Professor, Clinical Instructor, Lecturer, Special Lecturer, Adjunct Professor, Adjunct Associate Professor, Adjunct Assistant Professor, Adjunct Instructor.
3. Research Professor, Associate Research Professor, Assistant Research Professor, Research Instructor

In addition, such members of the Administrative Board as might not otherwise be qualified for membership shall be members of the Faculty Assembly.

The foregoing list includes the full range of faculty ranks included in the Medical Center Faculty Assembly. No distinction is made as to whether voting members of the Medical Center Faculty Assembly are tenured or nontenured faculty, or whether voting members hold regular, active-status appointments or research appointments. The footnote on page 18 of the *Faculty Code* has been interpreted to mandate that all like-designated faculty members in the SPHHS are eligible to vote, in the same manner as regular active-status faculty, on all matters pertaining to governance of the SPHHS.

The long-term impact of the footnote on page 18 has resulted in undue influence over the governance of the SPHHS by non-tenure-track (NTT) regular, active-status faculty and by research faculty, who total 75 in 2009. In contrast, only 28% (29 of 104) of the faculty members in the SPHHS in 2009 are regular, active-status faculty members with tenured or tenure-track appointments (please see Figure 1, attached). As also shown on Figure 1, the composition of the regular, active-status faculty in the SPHHS has not complied at any time since the school's founding in 1997 with Article I.B.1. of the *Faculty Code*. Article I.B.1. requires that at least 75% of the regular, active-status faculty in the SPHHS, and at least 50% of the regular, active-status faculty in each department, must hold tenured or tenure-accruing appointments.

A plurality of the NTT and research faculty in the SPHHS is located in the Department of Health Policy. Figure 1 shows the very significant growth of NTT and research faculty in the SPHHS, especially since 2003. The number of NTT faculty has grown from 11 to 30 between 2003 and 2009, while the number of research faculty has increased from 12 to 45 during the same time period. The information on Figure 1 was provided by the Office of Medical Center Faculty Affairs and Program Development.

As indicated above, the footnote on page 18 of the *Faculty Code* makes no distinction between tenured and untenured faculty, or between regular, active-status faculty and research faculty. NTT and

research faculty are ineligible for tenure. Unprotected by tenure, NTT and research faculty members are at significant risk of control and undue influence by administrators in the units in which they are appointed.

Consequences of the Footnote on Page 18

In violation of Part B.2. of the *Procedures for the Implementation of the Faculty Code*, research faculty have served on appointment, promotion and tenure (APT) committees within departments of the SPHHS. Also in violation of Part B.2., research and NTT faculty serving on APT committees have voted on recommendations for faculty appointments with tenure.

A recent example of the undue influence of NTT and research faculty can be found in AY 2008-2009, when tenured faculty in the SPHHS sought to develop a *Code*-compliant dean search process. The tenured faculty's efforts to establish a *Code*-compliant search process were thwarted repeatedly during a year-long effort because the footnote on page 18 of the *Faculty Code* allowed NTT and research faculty to participate fully. This problem could not have occurred in any school of the University outside the Medical Center. Despite numerous meetings with, and mediation by, the Executive Vice President for Academic Affairs (EVPAA), the efforts to establish a *Code*-compliant process were deadlocked. Finally, in July 2009, the EVPAA acted to establish a dean search committee that is a hybrid of tenured (5 members) and NTT and research (4 members) faculty. This dean search committee (and, therefore, the dean search process) does not comply with Part C.2. of the *Code Procedures*. It has been characterized, however, as a one-time exception to the requirements of the *Faculty Code* that recognizes (and remedies) the impasse that the presence of the footnote on page 18 had caused within the SPHHS, in order to initiate the long-delayed start of the SPHHS dean search.

A review of the Columbia University *Faculty Handbook* and the policies and procedures issued by the office of the dean of The Johns Hopkins University Bloomberg School of Public Health reveals no comparable provisions that grant research faculty the level of participation in governance that they have in

the SPHHS. Research faculty members at these two prominent schools of public health are recognized in various ways, but they are not given full and equal participation in governance.

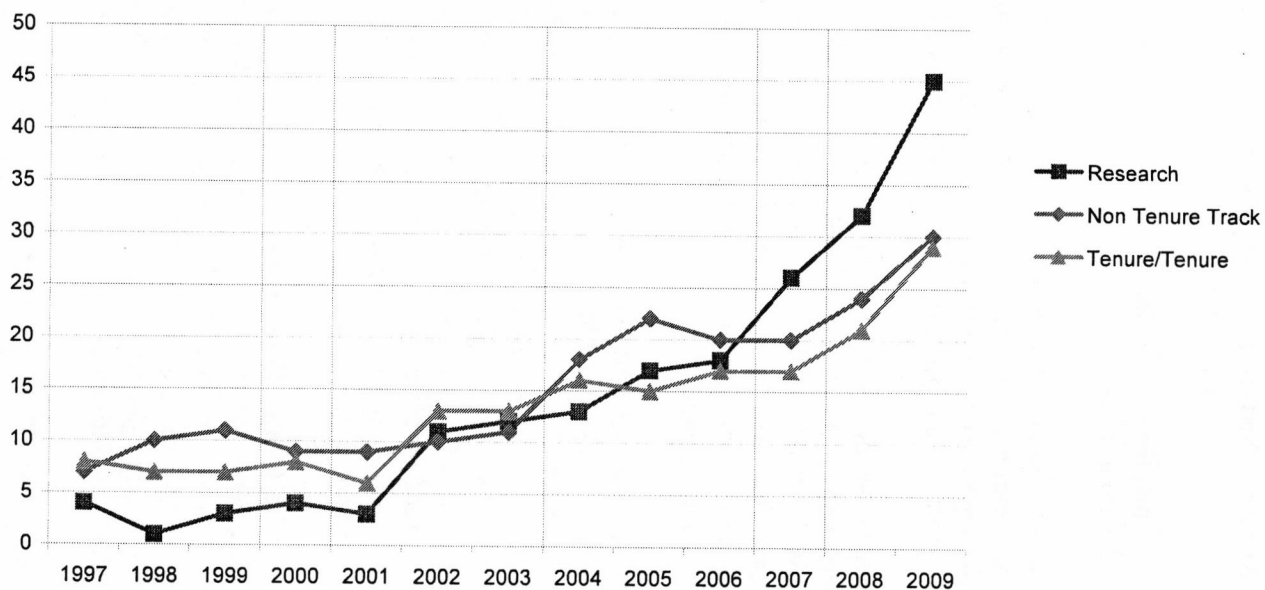
The unintended consequences of the footnote on page 18 of the *Faculty Code*, which clearly undermine *Code*-compliant faculty governance in the SPHHS, must be remedied if similar problems are to be avoided in the future.

Faculty Senate Committee on Professional Ethics and Academic Freedom
December 18, 2009

	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009
Non Tenure Track	7	10	11	9	9	10	11	18	22	20	20	24	30
Research	4	1	3	4	3	11	12	13	17	18	26	32	45
Tenure/Tenure Track	8	7	7	8	6	13	13	16	15	17	17	21	29
	19	18	21	21	18	34	36	47	54	55	63	77	104

Figure 1
School of Public Health and Health Services
Non Tenure, Research and Tenure/Tenure Track Faculty 1997- 2009

****Prior to 2004 - no tenure track****



FACULTY SENATE COMMITTEE
ON
APPOINTMENT, SALARY, AND PROMOTION POLICIES (ASPP)
INTERIM REPORT (2009-2010)

The ASPP Committee met three times during the Fall 2009 semester. The following are the issues discussed and actions taken.

Assessment of faculty performance. The charge to ASPP asked us to continue our consideration of the current state of assessing faculty performance at GW. This year's Committee read the report on assessment of faculty teaching that was produced at the end of 2008-2009. This report was a product of a joint subcommittee formed by ASPP and PEAf.

Based upon a University-wide survey, the report concluded that different academic units employ different methods of assessment of faculty teaching. It was also the opinion of the subcommittee that this diversity is desirable and that no change to existing methods of assessment of faculty teaching was necessary. After a full discussion, the members of ASPP agreed with the conclusions of the report. The members of PEAf similarly discussed the report and concluded that there was no need for change.

Retirement plans' investment options. The Committee decided to appoint a subcommittee to review the investment options available for the University's retirement plans to see if the options should be expanded. Ravi Achrol and Murli Gupta volunteered to serve on the subcommittee, which will work in consultation with the Benefits staff. At the December meeting, they presented a summary of their meeting with Jennifer Lopez, Executive Director Tax, Payroll and Benefits Administration and her group. ASPP members also discussed the large differences in management fees charged by different funds and expressed their concern that default funds may be among the more expensive options. The subcommittee was asked to continue its deliberations on these issues and to have additional meetings with Jennifer Lopez.

Policy Change at Smith Center Pool. Historically, faculty who are members of the Health and Wellness Center were permitted to use the pool at the Smith Center at specific times each week. Last year, after the Smith Center renovations, faculty were notified that this benefit would no longer be available. After discussion ASPP decided to recommend that this policy should be reversed and faculty should again be allowed to use the pool during specific hours of the day. Gene Abravanel volunteered to research this issue further and report back to the Committee.

Changes in SMART TRIP policy. In January of 2010, Metro planned to create three purses for the SMART Trip program – one purse for pretax funds, one for parking and one for money contributed by faculty/staff – not pre-tax. GW was unaware of this policy change till someone read it in the Washington Post. The DC Government delayed the change for the time being. Richard Lanthier will monitor the issue and report back to the Committee.

Respectfully,
Miriam Galston, Chair ASPP
1/6/10

The George Washington University
Faculty Senate Committee on Physical Facilities
Interim Report
December 23, 2009

During the Fall semester 2009 the Senate Committee on Physical Facilities met twice.

At its first meeting the committee travelled to the Virginia Science and Technology Campus, where it received a briefing by AVP Craig Linebaugh on the status of the campus physical infrastructure and plans for future construction. AVP Linebaugh reported on plans for migrating offices from Research I to Research II in order to provide more space in Research I for laboratories, and discussed the status of plans for the construction of the Transportation Research Building. He also offered a comprehensive summary of the various ongoing research projects and the associated laboratories.

At its second meeting Hermann Helgert gave a report on the activities during the Summer and Fall 2009 in connection with the Science and Engineering Complex. Significant events included:

The engagement of Boston Properties to manage the process of planning, design and construction of the SEC

The appointment of an Operating Committee that includes representatives from the Administration, the Faculty Senate, SEAS, CCAS, and Boston Properties.

The hiring of Ballinger Architects in October 2009 to conduct the programming and benchmarking of the SEC.

During November and December 2009 Ballinger engaged in a series of meetings with representatives of the administration, as

well as with the deans of SEAS and CCAS and the chairs of relevant SEAS and CCAS departments. In addition, Ballinger conducted two faculty forums open to all SEAS and CCAS faculty and met on several occasions with the Operating Committee.

Also at the second meeting of the committee Associate Vice President for Academic Operations Jeffrey Lenn provided an update on the status of the classroom renovation activities and the building projects at the Mt. Vernon Campus.

Members: Linda Gallo, Hermann Helgert (Chair), Hugo Junghenn, Edward L. Murphree, Margaret Plack, David Ullman

Ex-Officio: Alicia O'Neil, Elizabeth Amundson, Brian Biles (Executive Committee Liaison), Juan Ibanez, Louis Katz, Jeffrey Lenn, Jean Pec

INTERIM REPORT
Faculty Senate Research Committee
Fall Semester

The Faculty Senate Research Committee met once during the fall semester.

At that meeting Prof. Hotez called to order and members of the Committee introduced themselves. Participants included:

Boyce (Music); Chiappinelli (Pharm/Phys); Donaldson (Biology); Friedman (HSML); Hawley (Anat/Reg. Biol); Jeremic (Biology); Martin (Cardiology); Wright (HCSsc); Ishizawa (Sociology)
Ex-officio: Chalupa and Simon
Bottazzi – note taker

A brief introduction was done by Professor Hotez on the agenda topics. Vice President for Research Leo Chalupa also provided an update on the current landscape and the strategies to advance research at GWU. He mentioned that GWU is in the process of merging the financials and budgets between Med Center and the main GWU campus. In addition, he mentioned that there will be an announcement that as an incentive program up to 6% and 4% of Indirect Cost Recoveries (ICR) will be returned back to Principal Investigators and Department Chairs, respectively. In addition Deans will receive 2% ICRs back. Dr Chalupa was in full agreement that the topics presented in the agenda were sound and that the involvement of the Faculty Senate on any of those would be of tremendous help.

The Committee deliberated on moving forward as a major theme an investigation into the following possible areas:

1. Evaluation of the research landscape at GWU in comparison to its market basket schools.
2. Developing a strategic vision for GWU research.
3. An assessment of the "geography" of science at GWU, and the concern that development of new research space at GWU is being pursued as one of independent entities, including the SEC complex, C06 renovations in Ross Hall, the Loudoun Virginia campus, a new initiative in Fairfax county with INOVA Hospital, and a new research building jointly sponsored by Children's National Medical Center and the Washington VA Hospital.
4. The absence of coordination between GWU Medical Center and the basic sciences, i.e., physics, chemistry, biology, mathematics (with CCAS) and bioengineering and computational sciences (at SEAS), which so far has hindered applications for the NIH new discovery pathways of the NIH roadmap.
5. Near total absence of physician investigators at GWU Medical Center with only three physician scientists remaining on the entire campus.

Based on these deliberations, the Committee decided to focus primarily on item 3, i.e., the development of a report for the Faculty Senate to address specifically the current and future geography of science at GWU and also item 4, i.e., on how this geography would impact the gaps between Medical Center and Main Campus.

Next steps: the Committee will schedule on a monthly basis during the Spring 2010 semester the following sessions:

1. A meeting with the planning architects and Boston Properties to gather information about the plans for the SEC building
2. A meeting with the Virginia Campus task force to gather information about the plans for Loudon County campus
3. A meeting with Dietrich Stephan who heads the IGNITE Institute in Fairfax, VA.
4. A meeting with Payette (the architects involved in the renovations for Ross Hall) to discuss the plans once the CO6 grants are awarded to GWU

Based on these sessions, the Research Committee will provide an assessment of how to begin integrating these new research opportunities into a coherent framework, as well as efforts to integrate the medical campus with the basic sciences and engineering.

In addition, proposed revisions to the resolution on open access for scholarly articles were reviewed and several comments were provided to Dr Simon to be forwarded to Professor Scott Pagel. In summary the Committee seeks clarifications on a more defined definition of "articles" primarily as it refers to creative arts.

Joint Committee of Faculty and Students
Interim Report
AY 2009-10

The JCFS met three times during the Fall Semester, 2009 (September 22, October 29, November 19).

In addition to those matters stipulated by the Senate's Executive Committee* the JCFS put the following matters on its academic year agenda:

1. Access to language tutors
2. Flood of Infomail from university administration to students
3. Educating on LGBT issues
4. University scholarship monies not available to foreign nationals.

The Language Center has a very limited number of tutors and these tend to be work-study students. The Language Departments would be able to extend the services of part-time faculty for the purpose of tutoring, but these departments don't have the funds to provide such services. Private classes outside of GW are available, but at a steep per hour price. We understand from the information we've received that it is desirable to increase the availability of language tutoring for our students.

The administration has established an ad hoc infomail task force under the leadership of Assistant VP David Steinour. We hope that VP Steinour can meet with the committee in the spring semester. The issue surrounding the amount of infomail sent to students is that students are automatically deleting these mailings without reading them because the students feel overwhelmed by the number of such mailings.

With the Senate, the President, and the Board having passed the resolution last May regarding an alteration of the university's non-discrimination policy to assert "gender identity" as a protected category,

we believe that the university is working positively to protect the rights of lesbian, gay, bi-sexual, and transgendered students.

Item #4 above has not yet been discussed.

*The issue of academic advising structures was not discussed in detail, though a meeting between Professor Wade and Associate Dean of CCAS Paul Duff has taken place and the content of this meeting will be presented to the committee in the spring semester.

Respectfully Submitted,
Alan Wade, Faculty Co-Chair
January 5, 2010